

Titan Company Limited

Delivering value by creating brands

Earnings Presentation – Q1 FY '20 (For quarter ended 30th June, 2019)

06th August, 2019

Disclaimer



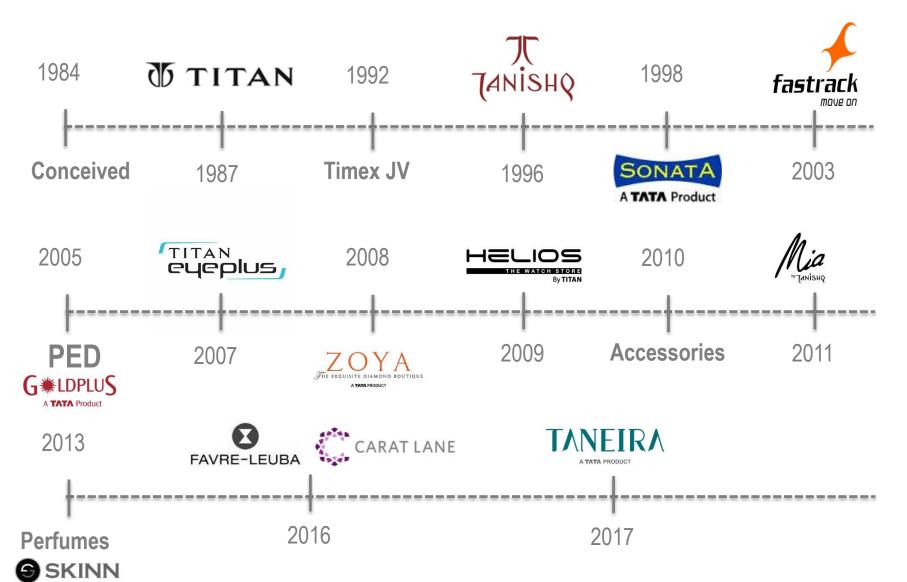
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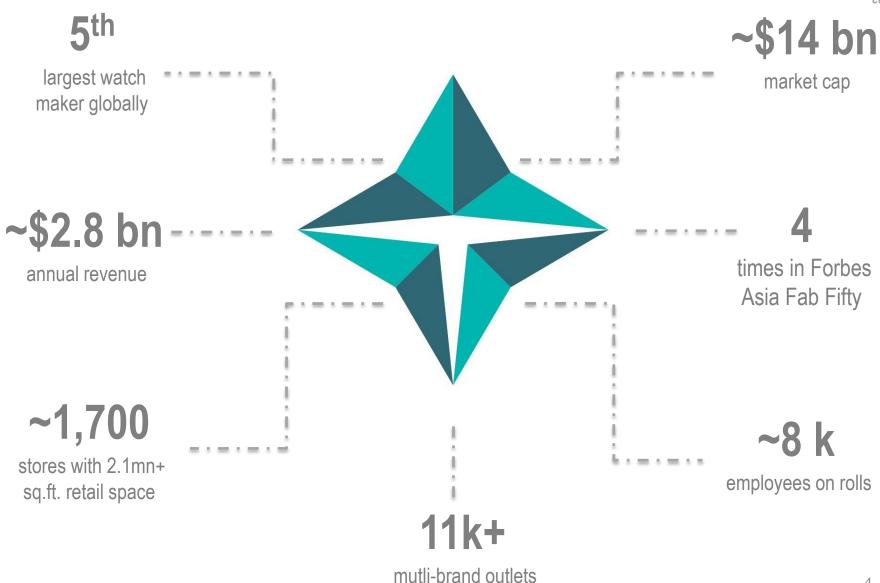
The Journey





Titan Today





that sells our watches

Our Strengths





Design and Development

800+ New time products every yearreddot Award to 2 Edge watchesDifferentiated Jewellery CollectionsCustomized lenses with 3D visual mapping

Manufacturing

12 Manufacturing and assembly facilities
State of the art Karigar Centres for Jewellery
Components exported to Swiss watch makers
3600+ employees engaged in factories

Brand Building

Tanishq: India's leading Jewellery brand

Titan: Our flagship watch brand

Raga: Exclusive women's watch brand

Fastrack: India's largest youth brand

Sonata: India's largest selling watch brand

Retail and Customer Service

Exceptional Customer Experience
Merchandising Effectiveness

Impactful Retail Identities

Engagement of store staff

Extensive After Sales Service network

5

Our Brands



				SKNN
Luxury	FAVRE-LEUBA	ZOYA		
Premium	XVIVS NEBULA	7		TANEIRA
Mid Market	TITAN Fastrack	74NISHQ Mia CARATLANE	TITAN eyeplus, GLARES by TITAN fastrack	A TATA PRODUCT SKINN TITAN
Mass Market	SONATA A TATA Product			

Our Retail Network



				THE PARTY OF THE P	
Luxury		ZOYA (3)			
Premium	HELIOS THE WATCH STORE ByTITAN (81)	(299)		TANIEIDA	
Mid Market	WORLD of TITAN (488) fastrack (175)	(49) (63)	(556)	TANEIRA (5)	

284 Towns

Note: 1. We also have a service network of 730 'Watch Care Centres'

~1,700 Exclusive Stores

- 2. Helios is our own Multi Brand Outlet (MBO) and rest others are our Exclusive Business Outlets (EBO)
- 3. Store count comprises of both company owned and franchisee stores.

~2.1 mn sq. ft. of retail space

Watches - Overview











6 major in-house brands & 7 licensed brands







Manufacturing

6, state of the art, watch and component manufacturing/assembly plants



EBO: World of Titan, Fastrack Stores

OWN MBO: Helios

MBO: present across 11k+ dealers/ MBOs LFS: Large format departmental stores

ECOM: <u>www.titan.co.in</u> , <u>www.fastrack.in</u> and market

places

EXPORTS: 2,264 POS in 33 countries

Customer Service

Largest network of exclusive service centers 730 watch care centers in 277 towns

Sophisticated Design & Development

Core strength: Industrial, Retail and Graphic design Numerous international award-winning designs



Watches - Brands





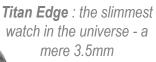
Raga: Inspired by the modern woman who transcends roles with poise and élan



Xylys: Swiss made watches, Crafted for Connoisseurs



Nebula: A collection of watches crafted from solid gold





Titan We: Smarter. By far.



Fastrack Reflex Activity
Tracker Band: Geared up
for Action



Fastrack: For those who wear their attitude on their wrist



Sonata Super Fibre: For the young and active



Zoop: for the imaginative, talented and energetic child of today

Watches - Manufacturing





Watch factory, Hosur



Watch Assembly, Hosur

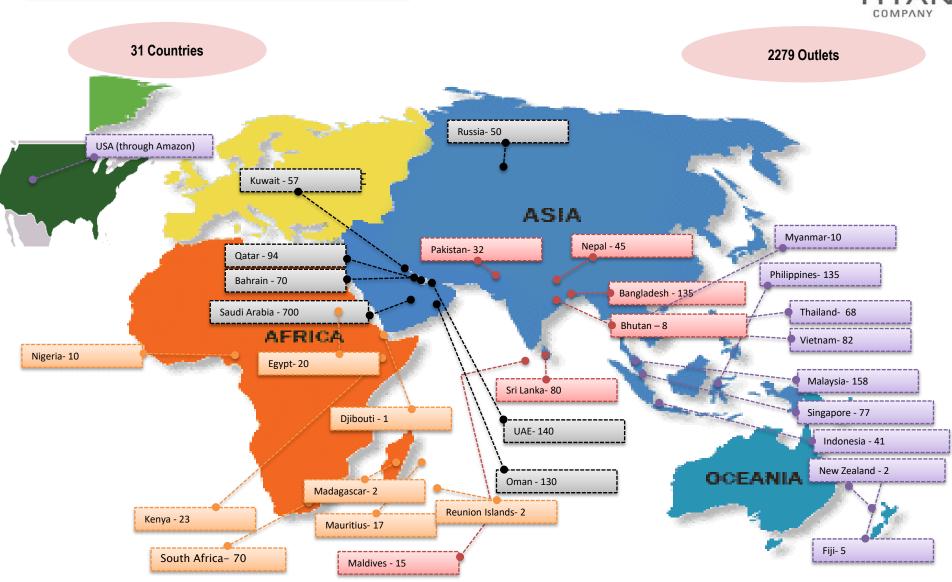


Pantnagar factory



Watches - International Presence







WORLD OF TITAN

488 showrooms (Net 2 additions in Q1'20) 221 towns – 402k sq.ft.



FASTRACK STORES

175 showrooms (Net 3 additions in Q1'20) 82 towns – 91k sq.ft.



HELIOS STORES

81 showrooms (Net 5 additions in Q1'20) 39 towns – 70k sq.ft.







Cocktails RAGA by TITAN

₩ TITAN #OnTrend









NAYI SHURUAAT, YAKEEN KE SAATH





SONATA

— WEDDING COLLECTION —

Jewellery







Mia





Brands

TANISHQ: flagship brand ZOYA: luxury segment play

MIA: Tanishq sub-brand for faishonable fine jewellery CARATLANE: a Tanishq partnership, omni-channel

Manufacturing

Studded jewellery manufactures mostly in-house Plain gold jewellery mostly outsourced

3 manufacturing facilities

4 state of the art karigar centers: Industry best practice

Points of Sale

Largest jewellery retailer in the country
Jewellery sales through EBO and ecommerce

EBO: Tanishq, Mia, Caratlane

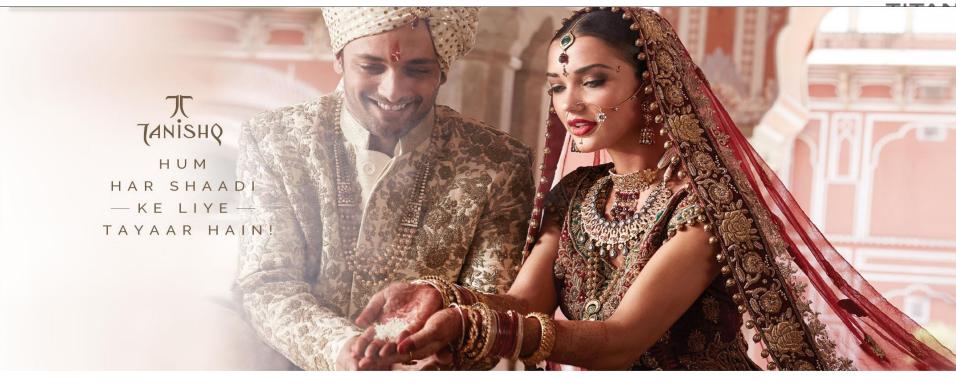
Ecommerce: www.titan.co.in and www.caratlane.com

Design Excellence

Key product differentiator
Capability for in-house design of many collections

Jewellery









Jewellery















Tanishq Stores

299 showrooms of Tanishq (Net 12 added in Q1'20). 178 towns – 1.12 mn sq.ft. of Tanishq (Net 34k sq.ft. added in Q1'20). 3 Zoya stores (~15K sq.ft.)



Mia Stores

32 Standalone stores and 17 Shop-in-shops (~12k sq.ft.)



Carat Lane Stores

63 showrooms across 25 towns (~48k sq.ft.)









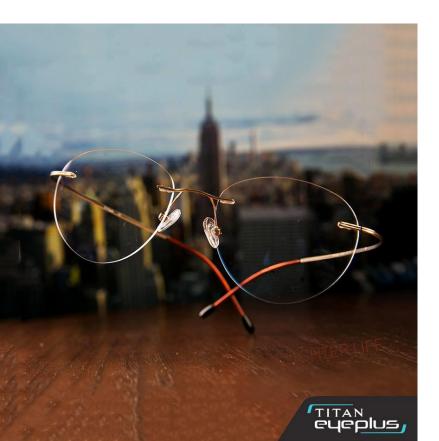
Eye Wear











Brands

TITAN EYE PLUS: Retail brand

TITAN: main in-house frames and lenses brand

FASTRACK and GLARES: in-house sunglasses brand

LICENSED BRANDS: for frames and lenses

Manufacturing

State of the art lens lab in Chikkaballapur Satellite lens labs in major cities to improve turn around time

Frame and lens manufacturing facility

Points of Sale

TITAN EYE PLUS: India's largest optical retail chain Sunglasses are sold through departmental store kiosks and MBO format also

Differentiators

Zero-error testing

Vision check online

Remote eye testing at stores

Tie-up with Sankar Nethralaya for training of store staff and optometrists



In-house brands









Manufacturing

Integrated Eyewear facility - Chikaballapur



Lens Labs





Titan Eye Plus Stores

556 showrooms (Net 18 additions in Q1 '20) 231 towns – 367k sq.ft. (Net 12k sq.ft. added in Q1'20).







Fragrance





Brands

SKINN by Titan

Fine French perfumes at very attractive price points Entry into body mist category in FY 18- Skinn Kissed

Manufacturing

Manufactured in France by celebrated perfumers, and distilled from the finest ingredients

Bottled in France and India

Points of Sale

Sold through World of Titan Channel, key departmental store chains and Ecommerce One of the highest selling perfumes in all departmental stores

Plans to strengthen the distribution further in the coming year

Packaging innovations for trial and gifting

Differentiators

Exceptional fragrances at a very attractive price point Similar products from international competition at very high price points

Domestic branded competition almost non existent

THE NEW COLOUR OF CLASS. AMALFI BLEU.





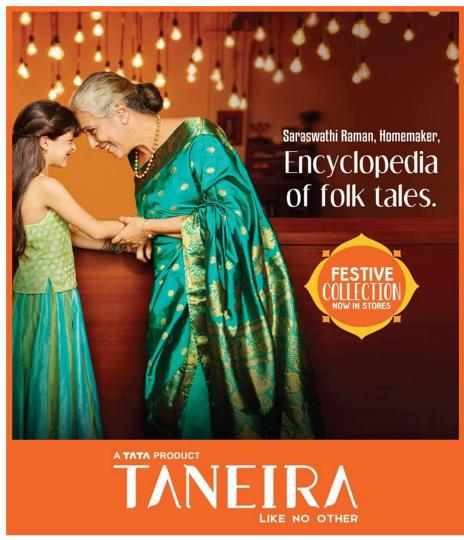
Taneira

Who we are





- This youngest brand of Titan Company Ltd was launched as pilot in Feb 2017 with 2 stores in Bangalore.
- Anchored in special occasion wear Sarees from across India.
- Evolved as a natural extension of Titan's proposition – self expression and design.
- Large, unorganized, deeply Indian 5,000 year old category (like Jewellery).
- 5 Stores as of 30th June'19.



Our Stores











Titan Company Limited



Q1 Performance



Q1 Performance – Standalone

Company

- In Q1'20, revenue for the company grew by 14% and PBT up by 7%.
- The biennial franchisee and dealer meets (Business Associate Meet) across all three divisions were held during the quarter and over 2,500 business associates participated in the same. ~INR 40 cr. was incurred on these meets.
- PBT margin of Q1 was at 10.6%, lower by 70bps YoY, primarily on account of the expense for Business Associate Meet (BAM).
- The Company added 45 stores with a retail space of 55k square feet in Q1'20, on net basis.
- The Watch Case Manufacturing Plant at Coimbatore, Tamil Nadu, achieved Gold rating in IGBC certification by CII. The Indian Green Building Council (IGBC) had launched the IGBC Green Factory Building Rating System to encourage green concepts and techniques in the industrial sector.
- Pant Nagar Assembly unit achieved JUSE 5S Certification, which is one of the prestigious global recognitions.
 In India, so far only 28 establishments have obtained QCFI JUSE 5S Certification.



Q1 Performance – Standalone

Jewellery

- The Jewellery division recorded revenue growth of 13%, below our internal expectation, as consumer demand fell in the month of June on sudden surge in gold prices and slowdown in consumption.
- EBIT margin of Q1'20 was at 10.9%, compared to 11.0% in Q1'19.
- Studded ratio was in-line with the previous year at 25%.
- Customer deposits against 'Golden Harvest scheme' has reached the regulatory limit which is 25% of Company's networth.
- Tanishq launched Swayahm collection of both plain and studded Jewellery, to give women elegant new reasons to indulge and celebrate her moments of successes. This collection was well received by customers. Mia launched 'Birthstone Pendant', 'Facets' and 'Florets' collections, which have all got a good response from our customers.



Q1 Performance – Standalone

Watches

- Division recorded strong revenue growth at 20%, partly aided by part execution of a large institutional order from Tata Consultancy Services (TCS). The division had its semi-annual activation in both 'Titan' and 'Fastrack' brands.
- EBIT margin was at 17.9%, compared to 18.8% last year. Decline was primarily due to BAM expense.
- The division added 2 World of Titan, 3 Fastrack and 5 Helios stores in Q1'20, on net basis.

Eye Wear

- Division had revenue growth of 13%. This quarter had activation resulting in strong volume growth, but increase in reported revenue was moderate due to higher consumer discounts during activation.
- Division reported loss due to lower gross profits on account of activation, continuing investments in brand through advertising and expenses incurred on business associate meet during the quarter.
- 19 stores were added in Q1'20, adding 12,000 sq. ft. of retail space, on net basis.

Fragrances & Taneira

- Skinn remained the best seller in its category in departmental chain stores. There has been a focus on small packs to grow the category by bringing in the first time buyers.
- Taneira added 1 store in Hyderabad taking the total count to 5 stores. The brand launched '1000 Summer Memories' collection of cotton sarees at very affordable price points to drive customer walk-ins and building the right perception of the brand being affordable too.



Performance – Subsidiaries and JV

Titan Engineering and Automation Ltd (TEAL) - 100% owned Subsidiary

• TEAL continued good revenue momentum and grew by 75% YoY. Both the segments, Aerospace and defence (A&D) and Automation solution business grew strongly.

CaratLane (69.5% owned Subsidiary)

- Caratlane recorded revenue growth of 60% in Q1'20, driven by strong growth in both offline and online channels, with offline channel witnessing better growth rate due to network expansion.
- It has been continuously narrowing its losses, moving towards the path of profitability in near future.
- Caratlane added 8 stores to its network, in Q1'20, taking the total store count to 63.



Retail Growth - Q1'20

	Q1'20	
	Sales value growth	Like-to-Like growth
Tanishq	16%	<mark>(10%</mark>)
World of Titan	6%	<mark>6%</mark>
Fastrack	4%	<mark>(1%</mark>)
Helios	8%	<mark>5%</mark>
LFS (for Watches)	16%	<mark>(12%</mark>)
Titan Eye+	20%	<mark>14%</mark>

Note: 1. Above retail growth is based on secondary sales (at consumer prices) in Titan branded retail stores (including franchisee stores) and LFS only. Reported revenue is based on secondary sales to consumers in L1 and L2 stores and primary sales to L3 stores, distribution partners and institutional clients. Consumer discounts, franchisee pay-outs and GST is netted off from consumer prices for reported revenue.

2. Retail network shown above represent sales of almost 100%, ~45% and ~75% of Jewellery, Watches and Eyewear businesses respectively on consumer price basis. The remaining sales is to the distribution channels and institutional clients.

Total Income: Performance – Q1'20



Total Income ⁽¹⁾ (in INR Crores)	Q1'19	Q1'20	Growth %
Watches	594	715	20%
Jewellery	3,572	4,047	13%
Eyewear	132	149	13%
Others / Corporate (2)	58	85	47%
Standalone	4,355	4,996	15%
Caratlane	83	133	60%
TEAL	54	95	75%
Others/ Consol. Adj. (3)	(5)	(15)	
Consolidated	4,487	5,208	16%

Note:

- **1.** Total Income also includes other income.
- **2.** Others include Accessories, Fragrances and Taneira business
- 3. Others include TTPL (divested in June'18) and Favre Leuba.

EBIT Performance - Q1'20



EBIT (in INR Crores) (1)	Q1'19	Q1'20	Growth %
Watches	111	128	15%
Jewellery	393	442	12%
Eyewear	2	(11)	
Others/ Corporate (2)	(11)	(5)	
Standalone	496	553	12%
Caratlane	(9)	(5)	
TEAL	2	15	
Others/ Consol. Adj. ⁽³⁾	(11)	(9)	
Consolidated	478	554	16%

EBIT Margin	Q1'19	Q1'20
Watches	18.8%	17.9%
Jewellery	11.0%	10.9%
Eyewear	1.3%	-7.7%
Standalone	11.4%	11.1%

Consolidated	10.6%	10.6%
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Note: 1. Above EBIT is before exceptional items.

- 2. Others include Accessories, Fragrances and Taneira business
- 3. Others include TTPL (divested in June'18) and Favre Leuba.
- 4. Provisions for investments in IL&FS group is part of Corporate expense.



in INR Crores	Q1'19	Q1 <mark>′20</mark>	YoY
Revenue from operations	4,319	4,940	14%
Other Income	36	56	
Total Income	4,355	4,996	15%
COGS	3,159	3,613	
Gross Profit	1,196	1,382	16%
Employee benefits expense	207	245	19%
Advertising Advertising Advertising Advertising	136	134	-2%
Other expenses	322	381	18%
EBITDA	531	621	17%
Depreciation & Amortization	35	68	
EBIT (before Exceptional Items)	496	553	12%
Less: Finance expense	9	30	
PBT	487	523	7%
Less: Tax	138	152	
PAT	349	371	6%

For quarter ending 30 June 2019, EBITDA has increased by INR 51 cr. offset by increase in depreciation by INR 33 cr. and interest expense by INR 20 crores resulting in lower PBT by INR 2 cr. due to Ind AS 116 application.



Financial Statements

INDAS 116 (Accounting for leases) was mandated from 1st April 2019.

- The Accounting Standard essentially brings all the leases into the balance sheet as a "Right to use" and "Net Investment" assets with a corresponding "Lease obligation".
- We have adopted the Modified Retrospective method by which we go back to the start of the leases and arrive at the "Right to use" assets and the "Lease obligation" on 1st April 2019 and the difference between the liabilities and assets is reduced from the opening net worth as on 1st April 2019. Consequently, the impact of the same on the opening net worth is INR 101 Cr (Gross impact is INR 156 cr., deferred taxes thereon being INR 55 cr.)
- The impact in the P&L account for Titan for the quarter was an increase in interest cost and depreciation by INR 20 cr. and INR 33 cr. respectively and a reduction in rent by INR 49 cr., resulting in EBITDA going up by INR 51 cr. and PBT lower by INR 2 cr.

Capital Employed - Standalone



in INR Crores	Segment Assets	
	31-Mar-19	30-Jun-19
Watches	1,502	1,817
Jewellery	6,742	7,096
Eyewear	394	501
Others	107	150
Corporate	2,725	3,742
Total	11,470	13,306

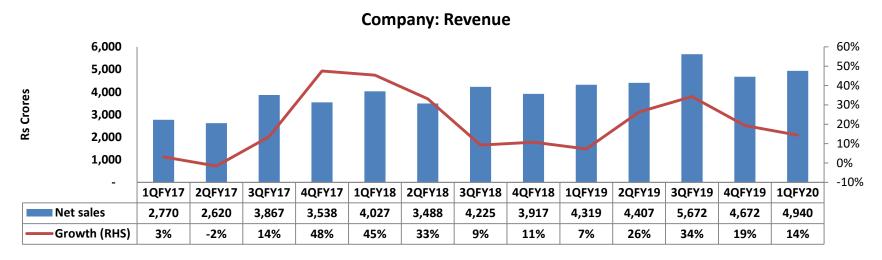
Segment	Liabilities
31-Mar-19	30-Jun-19
453	720
4,570	5,738
127	255
25	64
112	160
5,288	6,938

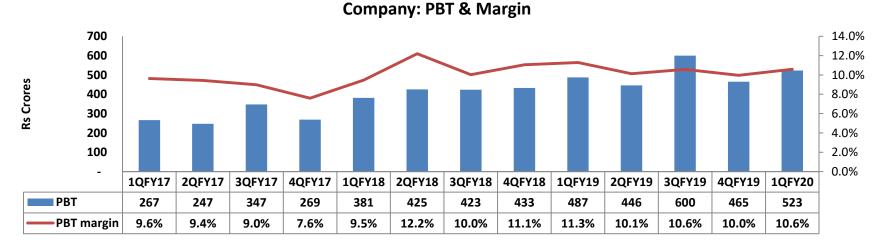
Capital Employed		
31-Mar-19	30-Jun-19	
1,049	1,096	
2,172	1,358	
267	246	
81	86	
2,613	3,582	
6,182	6,368	

Note: 1. Others include Accessories, Fragrances and Taneira.

• Jewellery liabilities increased primarily due to increase in Gold-on-Lease (GOL).





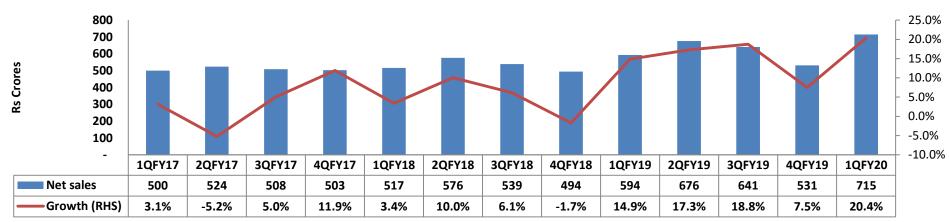


Note: 1. Financials of the Company do not include PED from Q1, FY '18 onwards due to its demerger into TEAL.

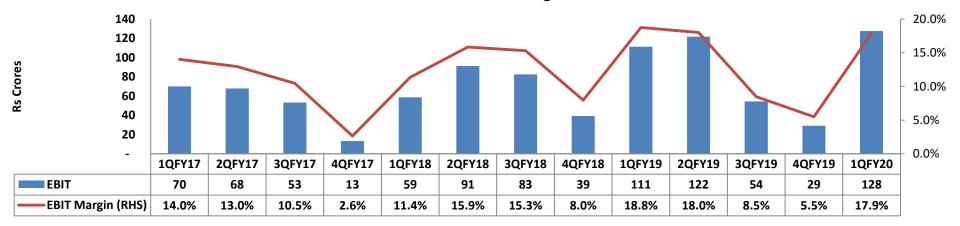
2. PBT is before exceptional items.





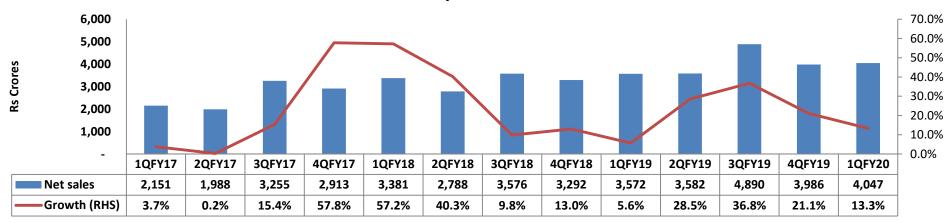


Watches: EBIT & Margin

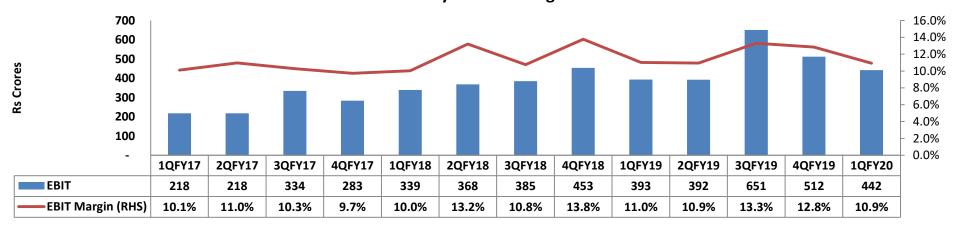






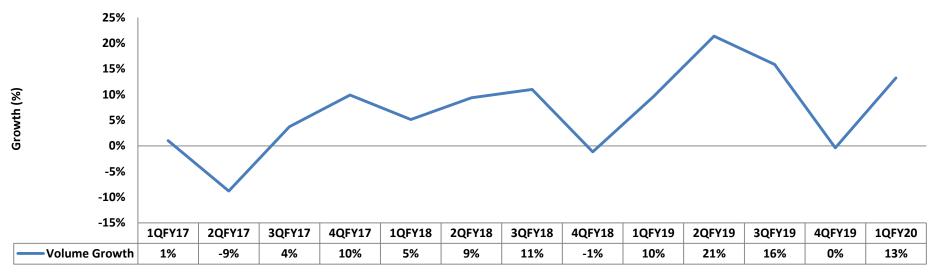


Jewellery: EBIT & Margin

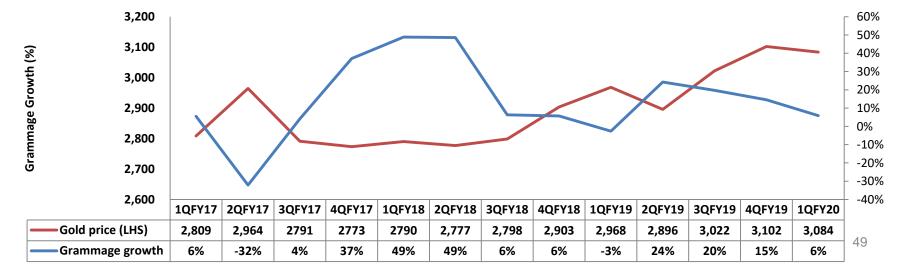






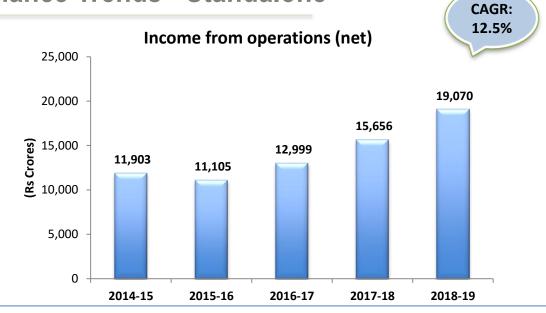


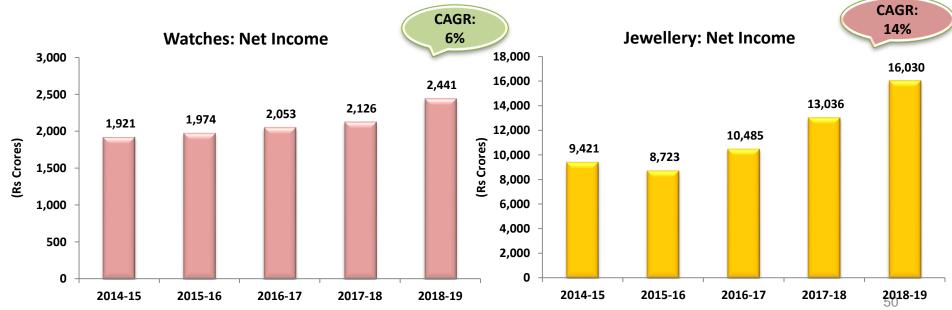
Jewellery: Gold price (22kt) and Grammage growth

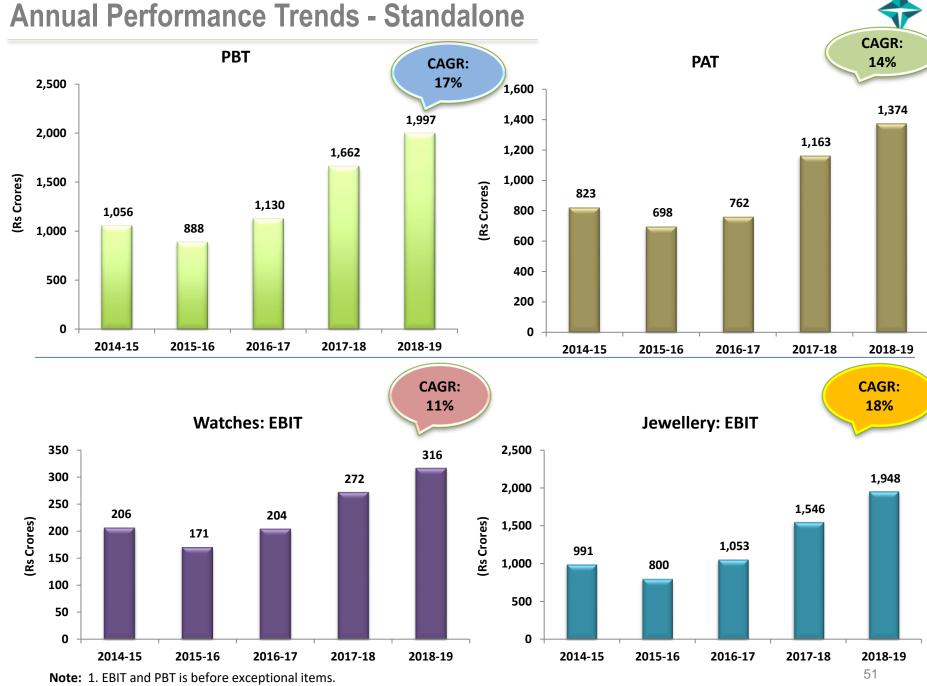








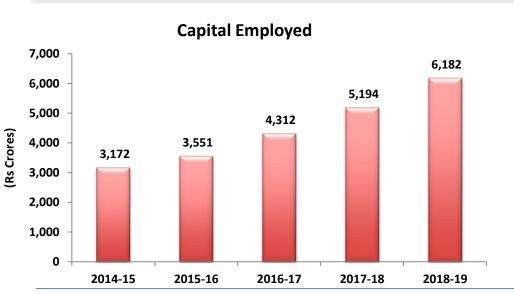


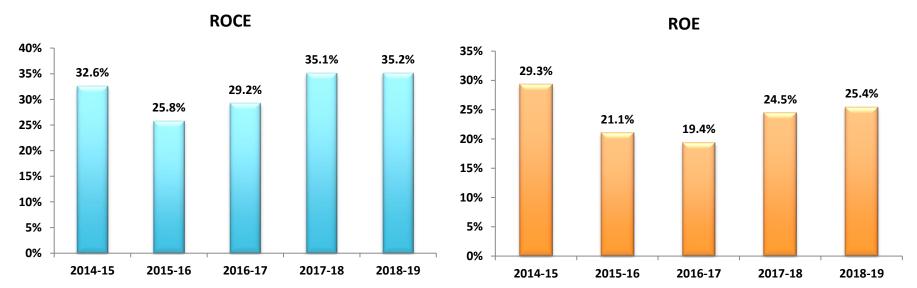


2. PAT is after exceptional item of INR 70 cr., INR 92 cr and INR 96 cr. for FY'19, FY'18 and FY'17 respectively.



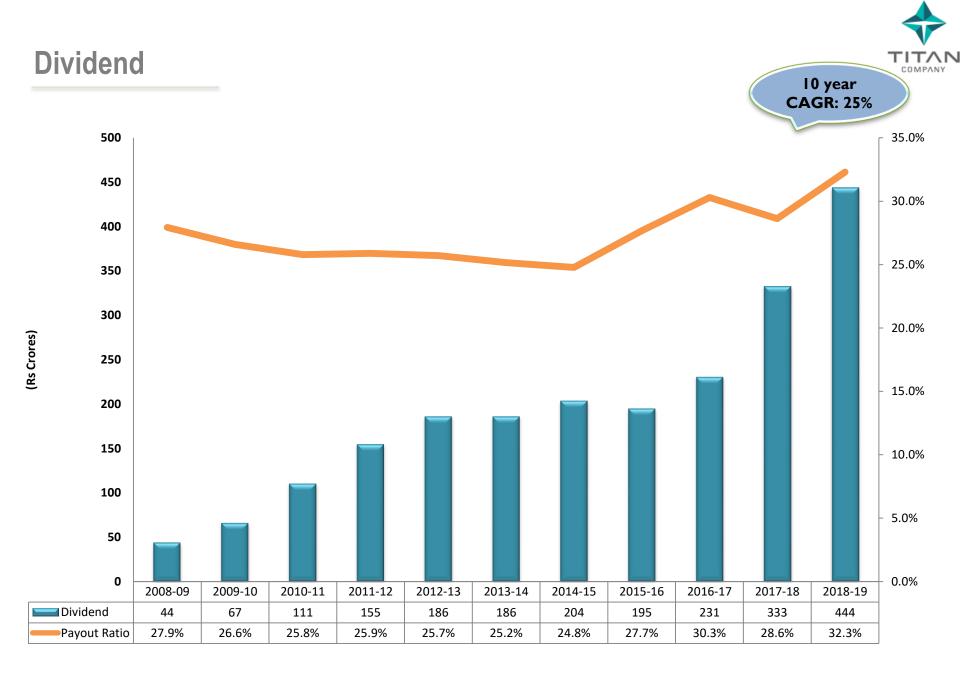






Note: 1. In above ROCE calculation, EBIT is before exceptional items.

2. In above ROE calculation, PAT is after exceptional item of INR 70 cr., INR 92 cr and INR 96 cr. for FY'19, FY'18 and FY'17 respectively.

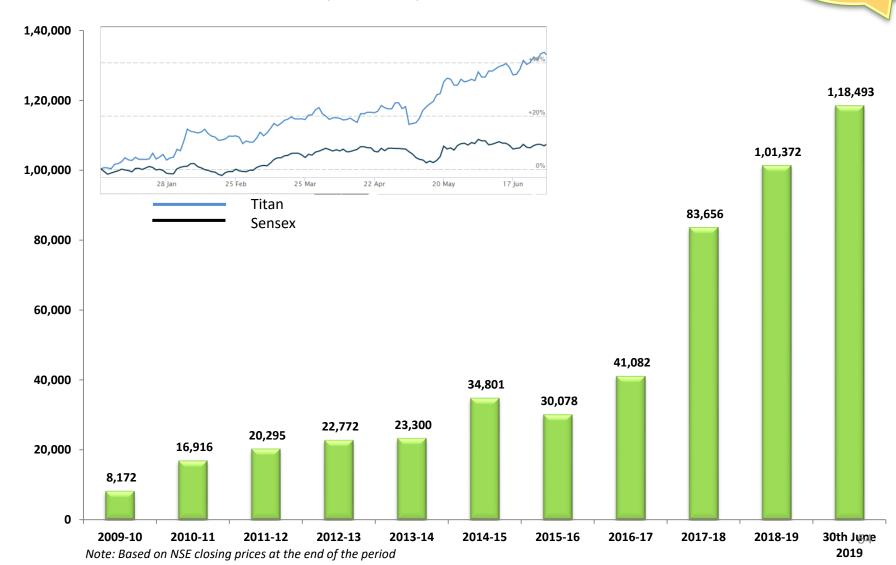


Market Capitalisation

(Rs Crores)



Stock Performance Vs Sensex (last 6 months)



Awards and Recognitions



- Titan wins in Pitch Top 50 Brands, 2018, in the 'Evergreens Category'.
- Fastrack wins at the Afaqs Foxglove awards 2018 for 'Shut the Fake up' campaign.
- Sonata wins the 'Best Brand Launch of the Year' at the 'Brand Equity Marketing Awards'.
- Tanishq received the "RedDot: Best of the Best" award for innovative laser cut tube jewellery. RedDot is the most prestigious and coveted award in the world in the field of Product Design and the "RedDot: Best of the Best" is the highest award in the competition and is awarded for groundbreaking Design Innovation.
- Tanishq Rivaah wins Gold in Effie Awards 2019
- Tanishq received the 'World Branding Award' in London at Kensington Palace. Tanishq was the only brand selected from India.
- Tanishg won 'Excellence in customer service and sales process initiative' at the 'Retail Jewellers Guild Awards'.
- Titan Eyeplus felicitated by NASSCOM in the Special Category 'Best use of technology by an enterprise for Excellent Customer Service'.
- Titan Eyeplus wins Bronze in the prestigious ACEF Asian Leadership Awards.
- Titan Eyeplus won at the 'International Customer Experience Awards' in 'Best Customer Experience Strategy' category, hosted by CXInternational in Amsterdam and judged by 84 CEOs and global customer experience specialists. Jury was impressed with the brand's transforming NPS.
- Titan Company accredited 'Best Employer Award' by Tamil Nadu Government under the category of 'Employing most number of differently abled personnel.'
- Titan manufacturing units won multiple Health & Safety awards from 'National safety council'.

Sustainability @ Titan



Formally defined CSR Policy in line with the company's vision

The CSR focus at Titan will continue be driven by broad themes such as upliftment of the underprivileged girl child, Skill development for the under privileged and support for Indian Arts, Crafts and Heritage. We will also support local causes that are supportive of our neighborhood wherever we are present. Besides this we will continue our engagement pertaining to the Design Impact Awards program for social chage,a program launched last year

Area	Key Initiatives
Girl Child / Education	Remedial Education and holistic engagement with Girl child in two most backward locations of TN and Karnataka . (13168 children for remedial support and 1 Lakh children over five years on holistic engagement).412 girls have written class X exams Titan ECHO helped raise funds for over 20500 girl children , and also sensitize over 4 lakhs individuals on child abuse / good touch bad touch
	We have tied up with Agasthya foundation for teacher training in Krishnagiri District of TN . Programs commence in July
	Enabling school education for the tribal child and capacity building through D.Ed program as part of Affirmative Action initiative. We have had 89% pass from the year 2018-19 class 10 pass out, one of the highest!
Skill development for underprivileged	Titan LeAP skill for employment and employment continues at multiple centers in Bangalore and Chennai.
	During the quarter 694 underprivileged individuals are undergoing skill training across all our centres
Support to Indian Arts Crafts and heritage	Working with two craft communities one in Benares, & one with the youth of Kashmir for revival & enable market linkages, besides design support, second year of support.
Design Impact Awards for Social Change	The first tranche of payouts to the DIA awardees have been made. Currently capacity building, mentorship and engagement of Titan SME's are on with the grantees.
Responsible citizenship	Titan-NABARD partnership for watershed program, at Cuddalore and Integrated village development program at Uttarakhand (post disaster) continues
	Happy eyes - eye care : program going on, reaching out to underprivileged and has covered about 1.43 Lakh children's / adults so far.
	Our prevention of substance abuse program in schools in Sikkim has been completed, and has reached out to more than 70k children, peer educators, community members and counsellors, created a huge awareness.
Others	Work in progress pertaining to rejuvenation of Veerasandra lake, basic work nearing completion. Work on another lake at Hosur is in progress
	We have had the second sustainability partner meet, to share our plans and ideas and also take feedback from them.
	56

Thank You

